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Challenges With Implementing A CSO Program

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LOCKHEED MARTIN

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Identified Weaknesses in the Y-12 Plant Criticality Safety Program

- Operators and Supervisors Were Not Consistently Involved in the Criticality Safety Program and Lacked Ownership and Understanding of the Controls**
- Continuous Improvement and Feedback Processes Were Not Effective**
- Some Criticality Safety Requirements Were Complicated and Confusing**
- No Single Operations Point-of-Contact for Criticality Safety Issues**

Challenges With Establishing CSO Position

- **Senior Management Buy-In That Position Is Important**
 - **Clear Understanding of Weaknesses in Existing Program**
 - **DOE Support for Position**
- **Line Management Support for Increased Operator Involvement in Developing/Understanding Requirements and Controls**
 - **Validation of Requirements**
 - **Review of Evaluations**
 - **Performance of Annual Surveillances**
 - **Participation in Small Group Seminars**

Challenges With Establishing CSO Position

- **Support for Increased Overhead Budget Requirements**
 - **CSO Personnel**
 - **Small Group Seminars (Development/Participation)**
 - **Improvement Team Meetings**
 - **Development/Validation of Requirements**
- **Acceptance by Engineers that Increased Operator Involvement is Necessary**
 - **Additional Paperwork and Time Delays**
 - **Viewed as More Difficult to Make Changes**
- **Finding Qualified Candidates for CSO Positions**

Accomplishments During CY 2000

- **Improvement Teams Established**
- **Team Established to Simplify General Handling Requirements**
- **Operator Involvement in Development and Validation of Requirements Increased**
- **Increased Floor Ownership in Criticality Safety Program**
- **Single Point-of-Contact Improving Efficiency**
- **Weekly Small Group Seminars Established**

Challenges Remaining to Tackle

- **Finalize Training and Qualifications for CSO Position**
- **Staffing of Additional CSOs**
- **Continue to Improve Interaction with Operators/Supervisors**
- **Continue to Simplify Requirements and Make More Consistent**